United States Coast Guard

Incident Command System
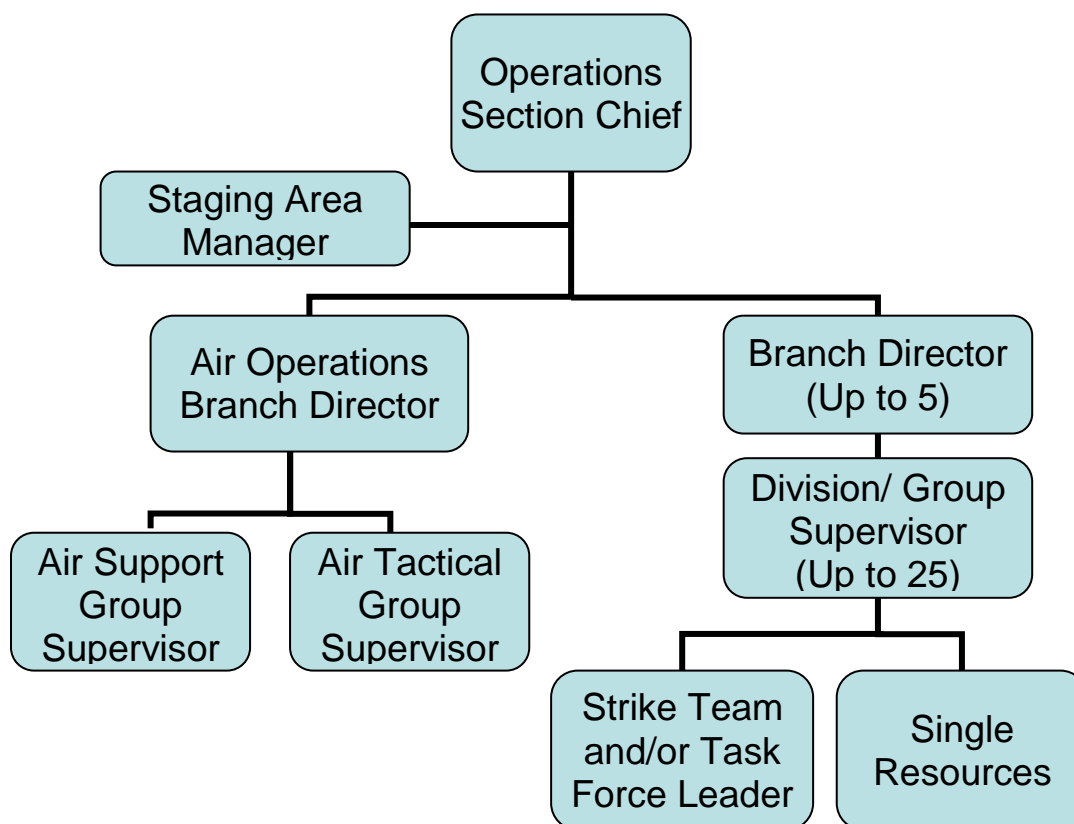
Air Operations Branch Director

- AOBD -

Job Aid

July 2017

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                    │  Operations  │
                    │ Section Chief│
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  ┌──────────────┐         │
  │ Staging Area │─────────┤
  │   Manager    │         │
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  │Air Operations│                     │Branch Director│
  │Branch Director│                    │  (Up to 5)   │
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                             │Strike Team│       │ Single  │
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The Operations Section is staffed from the **bottom up** and only staffs what is needed for the incident starting at the lowest level with single resources first, then divisions/ groups, then branches to help manage span of control. The Air Operations Branch Director (AOBD), if staffed, works for the Operations Section Chief and would be utilized for incidents with a large number of aviation assets assigned. Since there is no Air Tactical Group or Air Support Group Supervisor certification in the USCG, the AOBD may be assigned as an Air Group Supervisor when the span of control doesn't warrant an air branch.

1. Overview

1.1 User

The user of this job aid will be anyone assigned as an Air Operations Branch Director (AOBD) within the National Incident Management System (NIMS) Incident Command System (ICS).   Personnel assigned to this position should be qualified as an AOBD. The AOBD is a very important position for incidents with a large number of aviation assets. Aviation assets are expensive and sometimes hard to find the right capability, prone to down time, and require appropriate facilities and support. This position must be considered early in the incident assessment process and staffed accordingly.

NOTE: The contents of this job aid are also applicable to managing an air operations division and/or group.

Personnel assigned to this position should have a good operational background and experience working/managing aviation operations. Assignment as AOBD should be based on experience level versus rank.

This Job Aid does not cover other important traits of an effective AOBD, such as: good leadership,

interpersonal and communications skills, experience in risk-based decision making and a solid grasp of political, social, environmental, and economic issues. A good AOBD exhibits these traits and many more in addition to properly executing ICS.

1.2 When to Use

This document is intended as a reference Job Aid to assist the AOBD in understanding the complex tasks and processes they may face when using ICS. It is not a policy document, nor intended to act as or replace official policy, required training or direction from higher authority. It is rather guidance for response personnel requiring application of judgment.

DISCLAIMER: This Job Aid is intended to provide guidance to Coast Guard personnel and is not intended to, nor does it impose legally-binding requirements on any party outside of the Coast Guard.

Questions about this Job Aid should be directed to the Coast Guard Office of Contingency Preparedness and Exercise Policy (CG-CPE).

1.3 Major Accomplishments for the AOBD
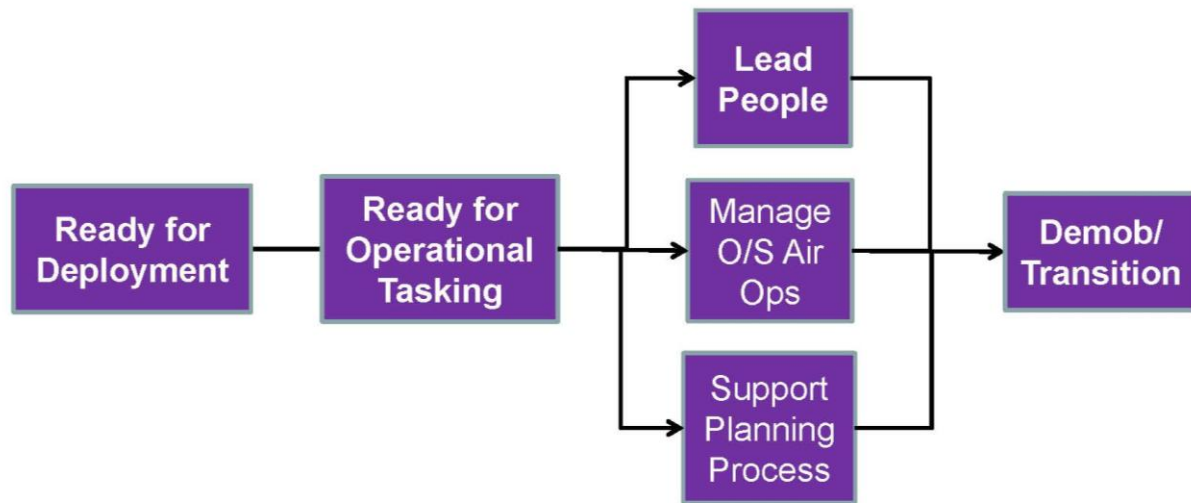
- Ready for Deployment
  - Prepare for Assignment in terms of individual readiness and position readiness
  - Certification up to date
  - Deployment kit ready
- Ready for Operational Tasking
  - Receive assignment and/or orders
  - Verify deployment kit
  - Conduct Pre-assessment/Operational Risk Management (ORM)
  - Travel to work site
  - Check-in properly to incident
  - Obtain Situation Assessment and receive Initial Brief
  - Meet with supervisor (OSC or IC)
  - Activate branch/group
- Lead People

- o Meet with assigned staff personnel
- o Supervise and manage the branch/group, and ensure the functions effectively support the needs of the response organization
- o Provide on the job training to assigned staff
- o Ensure appropriate staffing of the branch/group
- Manage Air Operations
  - o Communicate operational information to the OSC and as appropriate to the IMT
  - o Ensure safety and other response policies are enforced.
  - o Coordinate and communicate effectively with the OSC and as appropriate, other staff elements to ensure adequate support of the operational effort.
  - o Make expedient adjustments to aviation related tactical portions of the action plans and resource utilization to ensure maximum effectiveness.
  - o Ensure that response activities are documented, and effectiveness information is conveyed appropriately
  - o Maintain a Unit Log.
- Support the Planning Process
  - o Assist the OSC to ensure aviation related operational objectives established by Command are effectively and efficiently acted upon through the development of appropriate strategies and tactical work assignments

- o Develop the ICS 220 Air Operations Summary
- o Review aviation related ICS 204 Assignment Lists
- o Serve as a contributor to the operational planning process
- Ensure Safe and Efficient Demobilization of Resources

1.4 References
Below is a list of references that may be required while using this job aid. This list is not all encompassing. Links to many of these can be found at http://homeport.uscg.mil/ics/:

- Incident Management Handbook (IMH) COMDTPUB P3120.17
- National Incident Management System (NIMS)
- National Response Framework (NRF)
- USCG Type 3 Air Operations Branch Director (AOBD3) Performance Qualification Standard (PQS)
- Coast Guard Air Operations Manual, COMDTINST M3710.1
- Coast Guard Safety and Environmental Health Manual, COMDTINST M5100.47
- Operational Risk Management, COMDTINST 3500.3
- Federal Aviation Regulations, Part 91 and 135

- FEMA Air Operations Guide
- Interagency Helicopter Operations Guide, NFES 1885
- FAA Aeronautical Information Manual, Official Guide to Basic Flight Information and Air Traffic Control Procedures
- FAA Airspace Management Plan for Disasters
- Applicable Coast Guard Policy, agency and/or company policy, contingency plans, geographic supplements, and manuals
- Division/Group Supervisor Job Aid
- Communications and Information Management Job Aid
- CG Classified Material and Sensitive Security Information (SSI) guidance

1.5 Materials and Forms

A complete list of materials necessary is listed in 8.1 Deployment Kits, AOBD Deployment Kit Ensure these materials are available throughout the event. ICS Forms can be found on the Coast Guard ICS web pages at http://homeport.uscg.mil/ics/. Generally, the AOBD will either work with or have responsibility for information on the following ICS forms:

- ICS 201 Incident Briefing
- ICS 202 Incident Objectives

- ICS 202A Command Direction
- ICS 202B Critical Information Requirements
- ICS 203 Organization Assignment List
- ICS 204 Assignment List
- ICS 204A Assignment List Attachment
- ICS 205 Incident Radio Communications Plan
- ICS 205A Communications List
- ICS 206 Medical Plan
- ICS 207 Incident Organization Chart
- ICS 208 Site Safety and Health Plan
- ICS 210 Status Change Card
- ICS 213 General Message
- ICS 213-RR Resource Request Message
- ICS 214 Unit Log
- ICS 215 Operational Planning Worksheet
- ICS 215A Incident Action Plan Safety Analysis
- ICS 220 Air Operations Summary
- ICS 221 Demobilization Check-Out
- ICS 225 Incident Personnel Performance Rating
- ICS 230 Daily Meeting Schedule
- ICS 233 Incident Open Action Tracker
- ICS 234 Work Analysis Matrix
- ICS 235 Facility Needs Assessment Worksheet
- ICS 237 Incident Mishap Reporting Record

1.6 Other

In the context of this job aid, the word "incident" means incident, event or exercise unless otherwise noted. As previously noted, this job aid primarily refers to an AOBD supervised by an OSC. Similar guidance applies when supervised by an ISC.

Checklists
Ready for Deployment Checklist
Pre-Assignment Actions (Individual readiness)

	Ensure personal readiness for assignment (details on page 16)
	Ensure Certification and training is current
	Assemble personal and AOBD Deployment Kits

Ready for Operational Tasking Checklists
Notification – Pre-Deployment Actions

	Receive assignment (details on page 18)
	Receive travel orders
	Verify/Update personal deployment kit
	Verify/Update AOBD deployment kit
	Conduct Pre-Assessment
	Conduct Pre-Deployment Operational Risk Management (ORM)

Initial Response and Assessment

	Check-In to the Incident (see detail on page 21)

	Assess the Incident Situation
	    What kind of incident?
	    Who are key players?
	    When incident occurred?
	    Where is incident location/AOR?
	    Incident organization?
	    Next meeting or briefing?

Receive an ICS 201 Briefing

	Receive ICS 201 Brief (see details on page 27)
	Define Your Role
	Obtain expectations of OSC

Activate Air Operations Branch/Group

	Determine Staffing Requirements (see details on page 30)
	Establish work locations
	Acquire work materials
	Organize and brief subordinates

Manage Air Operations Checklist

	Organize Air Operations Branch/Group (see details on page 42)
	Monitor/Adjust Air Operations
	Manage on-scene ORM
	Identify additional mission priorities and conduct resource needs analysis
	Evaluate and manage incident potential

Lead Personnel Checklist

	Conduct Branch/Division/Group Meetings (see details on page 42)
	Provide OJT as appropriate
	Forecast Requirements
	Evaluate/monitor branch/group performance
	Evaluate individual performance

Support the Planning Process Checklist

	Support the OSC with aviation related tactics and IAP development as needed (see details on page 55)
	Prepare the ICS 220 Air Operations Summary

Demobilize Checklist

	Provide Demobilization Input to the OSC. (see details on page 62)
	Supervise demobilization of branch/group resources
	Supervise demobilization of branch/group

2. Ready for Deployment - Pre-Assignment Actions (Individual Readiness)

2.1 Ensure personal readiness for assignment

Personal readiness includes: dependent, financial and personal readiness. Should you deploy without being personally ready, it may affect your ability to respond and cause a burden on the incident management team.

- Medical/dental readiness – For military this means you are in the "green" in CG Business Intelligence (CGBI). For civilians and auxiliarists, ensure you have no outstanding issues that would prevent you from being deployed. For example, you have a plan to ensure you have enough medications for the entire period of the deployment.
- Uniforms – You have enough uniforms and/or appropriate clothing for an expected deployment.
- Financial Readiness – This means ensuring your financial situation is in order.
  - Government travel credit card (GTCC) – you should check your GTCC limit. If you expect to be deployed more than 30 days, your limit should be increased (example from $2,500 to $10,000).
  - Ensuring bills will be paid while deployed.
  - Ensure you have a TPAX account.

- Family Readiness: Ensure you have a Dependent Care/Pet Care plan for when deployed. Please check www.militaryonesource.com for assistance.

2.2 Ensure Certification and Training is current
Ensure AOBD Certification is current and minimum training is complete and up-to-date (as per COMDTINST(s) and PQS).
- Mandated Training
- ICS training (e.g. ICS-300, position specific ICS training)
- Flight safety courses can also be useful for prospective AOBDs. For example, the Aircraft Accident Investigation course has tools for dealing with aircraft mishaps.

2.3 Assemble Personal and AOBD Deployment Kit
- The AOBD Deployment kit includes manuals, forms and guides to help with running the Air Operations Branch/Group.
- A personal deployment kit contains your personal items needed for the deployment and includes items like: medications, uniforms and/or appropriate clothing, etc.
- See 8.1 Deployment Kits.

3. Ready for Operational Tasking

3.1 Notification Phase – Pre-Deployment Actions

The initial AOBD reports to an incident and surveys the scene if able. Pre-assessment information should be collected prior to reporting.
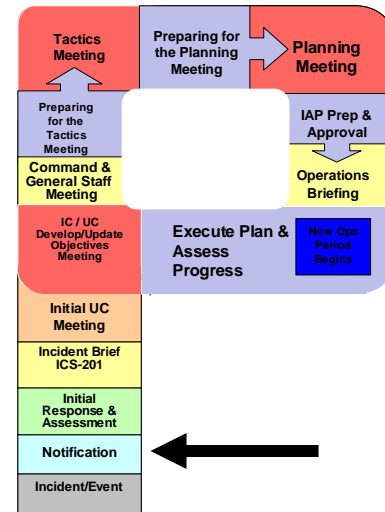
3.1.1 Receive assignment

- You may receive your assignment in many ways, via message, phone call, supervisor or on orders. You should verify reporting location, date and time, as well as ICP contact numbers (if established) for assistance with reporting.
- Finalize personal readiness for assignment
- Review the pre-assignment check list to ensure readiness for assignment which includes personal, dependent and financial readiness.
- Notify your chain of command of any outstanding readiness issues. This may mean delaying deployment to resolve the issue.

3.1.2 Receive Travel Orders

Receive Travel Order Number (TONO), if required. Obtain counseling on entitlements and responsibilities from a travel authorizing official.

- Request cash advances as required.
- Make travel arrangements using approved CG travel method.

3.1.3 Verify/update Personal Deployment Kit
- See 8.1 Deployment Kits, Personal Deployment Kit
- Note if there special PPE or unique weather/ clothing requirements and obtain prior to deployment if possible.

3.1.4 Verify/update AOBD Deployment Kit
- See 8.1 Deployment Kits, AOBD Deployment Kit.
- Ensure manuals, forms and guides are current versions (electronic and paper).
- Ensure supplies are restocked from last deployment.

3.1.5 Conduct Pre-Assessment
- Review the current ICS 201 and/or IAP, if possible. The purpose of this task is to acquire additional background on the incident prior to starting your assignment.
- Regardless of when you arrive at an incident, there is usually very little time for someone else to brief you.

- You need to find out the Who, What, When, Where, Incident Organization and Resources related to the incident.
- Determine what has happened, what is being done, with what and by whom.
- Determine the extent of the situation. Draw a mental picture.

3.1.6 Conduct Pre-Deployment Operational Risk Management (ORM)

- If possible, determine real and probable aviation risks to responders and the public.
- Identify hazard, exclusion and safety zones. Determine areas of safe refuge and evacuation zones.
- Identify resources and support facilities already in use.
- Consider using ICS 215A Hazard Risk Analysis Worksheet.

3.1.7 Deploy to field

Deploy with appropriate kits and appropriate assessment tools and references.

3.2 Initial Response and Assessment

The initial actions of an AOBD checking in to an incident are outlined below.

3.2.1   Check-in to the Incident

The following is for an AOBD that checks into an incident. The AOBD may be assigned on an incident from the start of the incident but this is not typical.
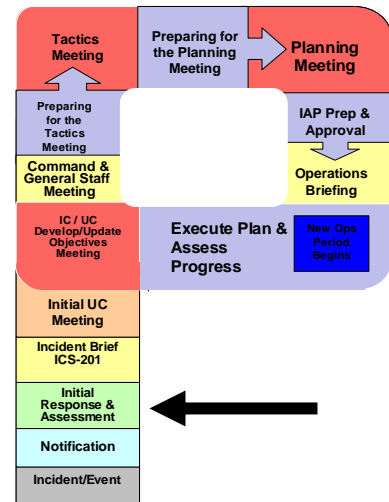
3.2.1.1 Check-in on ICS 211:

Upon arrival at the incident, check-in at the Incident Command Post on the ICS 211.

- Check In - Ensure you have your Order Number available. This enables the Check-in Recorder (CHKN) to validate your assignment to the incident quickly.
- In some cases the incident may be using the 16 digit government TONO assigned to you as the Order Number
- On most larger incidents, credentials (badges) are created for all assigned personnel. If the incident is creating credentials, you should receive them when you check-in.
- The incident will want a number where you can be

reached, your home base, how you got to the incident as well as any additional qualifications you may have

3.2.1.2 Receive Tasking
- The check-in recorders should be able to tell you how to get to the ICP or where you will be working within the incident.

3.2.1.3 Check in with Finance/Admin Section
- Travel Orders: Leave copy of orders or other travel documents with FSC or Admin Officer. More often than you realize, travel to an incident may take place on a unit TONO with the understanding that the incident will correct this when you arrive. Take care of this soon so it doesn't hold you up when you are ready to leave!

3.2.1.4 Check in with Logistics Section
- Berthing assignment: The incident is responsible for ensuring you have adequate berthing, unless you are locally based. If the incident is small, Logistics may ask you to make your own arrangements, or they may have already contracted with a local hotel for incident personnel. Even if you have made your own arrangements, Logistics should still be tracking where personnel are berthed.

- Meal schedule: The size, complexity and location of an incident will impact the availability of meals. On most Coast Guard responses, meals are the responsibility of the individual. If meals are provided; the incident generally tracks who got a meal and the individual is required to make the appropriate modification to their travel claim.
- Consumables: Determine where to obtain necessary materials for the unit (e.g. copy paper, pens, markers, etc.)
- Incident Credentials: On some incidents, credentials (badges) are created for all assigned personnel. If the incident is creating credentials, you should receive them when you check-in.

3.2.1.4 Review the Site Safety Plan

- All overhead personnel and tactical resources (Operations personnel) must review the incident specific Site Safety Plan and sign the Worker Acknowledgement Form.
- A copy of the Site Safety Plan may be found at Check-In, Staging Areas, and in the Command Post in the Operations Section Chief and Site Safety Officer's work area.
- On large incidents it may also be posted in areas near the meal area and any other place large groups of people will congregate.

- Periodically review the Site Safety Plan to learn about any additions and updates to the Plan
- Ensure a copy of the Site Safety Plan is at the location of the aviation assets (i.e. airbase) and is used in all tactical and logistical briefings.

3.2.2 Assess the Incident Situation

Confirm the Who, What, When, Where, Incident Organization, and Resources related to the incident.

- What is the incident (SAR, oil/hazmat, LE, natural disaster, etc.)? This gives an idea of the resources that you will probably be requesting.
- Who are key players (federal, state, local, tribal, industry)? This may give you some insight into why Command is setting particular objectives.
- Consider initiating contact with the District Chief, Incident Management Branch, representatives from the USCG Office of Aviation Forces (CG-711), USCG Safety Program Management Division (CG-1131) and/or USCG Office of Aeronautical Engineering (CG-41) when in doubt, or regarding any operations not addressed in the CG Air Operations Manual, COMDTINST M3710.1.
- Initiate contact with other FAA, CG, DOD, state, local and other relevant government agencies operating in the incident area.

- Engage with agencies providing air resources to determine that agency air operation rules, guidelines and requirements are met.
- If FEMA is supporting the response, various air coordination structures may be employed. For example, FEMA may be directing air operations from a Joint Field Office (JFO). In other cases, the FEMA Regional Response Coordination Center Air Operations Unit may also have a role in supporting the incident response until the JFO is stood up. Refer to 8.13 FEMA Air Mission Management for more information on FEMA organizational structures. If responding to a disaster, FEMA participation can be confirmed through the incident liaison officer.
- Develop a directory of air operations contacts related to the incident.
- When did the incident take place? An incident changes character over time including; survival rates, weathering of oil, potential contaminants, vessel stability, etc.
- Where did the incident take place? Do you know the Area of Responsibility (AOR)? If so, you have an advantage in knowing relationships, geography, local plans, etc. If not, you must spend some time getting to know the area. Also, what is

the difference between the Coast Guard unit AOR and the incident AOR?

- Work with local Coast Guard Air Station or applicable aviation unit to gain local situational awareness.
- What is the incident organization? You must know who is in your direct chain of command as well as other key players such as the Incident Commander(s), Planning Section Chief (PSC), Situation Unit Leader (SITL), Resources Unit Leader (RESL), Intelligence/Investigation Section Chief (ISC, if staffed), Logistics Section Chief (LSC), Finance Section Chief (FSC), and Safety Officer (SOFR).
- When is the next meeting or briefing that should be attended? Obtain a copy of the ICS 230 Daily Meeting Schedule from the PSC or SITL, if developed.

3.3 Incident Briefing ICS 201

3.3.1 Receive an ICS 201 Briefing

The initial briefing is the opportunity for the AOBD to receive additional details about their incident assignment. Depending on the phase and/or size of the incident, you may or may not get a chance to spend this time with the Operations Section Chief (OSC) and/or Deputy OSC before you start working. If you are NOT able to have this brief with your supervisor, you may be able to be briefed by the SITL.
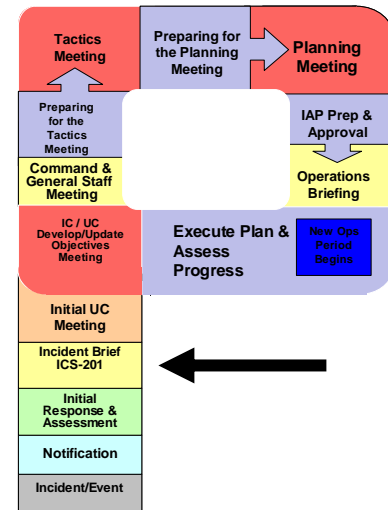
3.3.2   Define your role

- How big a role are you playing? Are you playing the role of AOBD or Air Group?
- Do you have the experience for the role you are playing?
- Do you have authority from the OSC to request resources?

3.3.3   Obtain the expectations of the OSC

OSC's come with many different levels of expertise and experience. In a multi-hazard, multi-

jurisdictional incident it is possible that the OSC does not have expertise in air activities.

- Your experience with a specific type of incident gives you insight on air operations methods, and resources necessary to fulfill those expectations
  - o If you don't have experience with the specific type of incident, it would be to your benefit to request personnel with that experience to serve as a Deputy AOBD.
- At a minimum clarify the following expectations from the OSC:
  - o Does Command and/or OSC want a briefing from you on the process and procedures you typically use as an AOBD?
  - o How often does the OSC want to be updated?
  - o What are their trigger points?
  - o What are the Immediate Reporting Thresholds (IRTs)?
- Determine any limitations and constraints
  - o Staff size
  - o Battle rhythm
- Strategies and tactics.
- Determine Tactics meeting support requirements. If the OSC does not have an aviation background and there are a large number of aviation assets, it will be important for the AOBD to attend the

Tactics meetings to ensure proper and efficient aviation asset usage (e.g. correct aviation asset for the mission).
- Incident potential; current and planned actions.
- Contingency possibilities and ability to respond to them.
- Adequacy of resources and support.

3.4 Activate the Air Operations Branch/Group

3.4.1 Determine Staffing requirements

The vast majority of Air Operations personnel will be in the field executing tactical work activities. However, some key functional positions are often needed to maximize operational effectiveness. The below table refers to the USCG IMH Organizational Guides found in Chapter 13. Keep in mind the recommendations are based on 12 hour work schedules and may need to be doubled for round the clock response. The normal ICS-recommended span of control is 3 to 7 with 5 being optimal.

If the AOBD position is assigned, this means that there is significant air operations activities for the incident. The standard table from the IMH lists that an AOBD is not needed if there are only two operations divisions/groups, however, if there is significant number of aviation assets, it may be desirable to employ an AOBD as a technical specialist advising the OSC . The OSC will make this staffing decision. In addition, the table does not address a Deputy Air Operations Branch Director position which may need to be staffed. It helps to determine the number of aviation assets for the incident to determine whether an AOBD, ATGS, or ASGS is needed. For example, one Air Group

Supervisor may suffice if there are only a few air assets for the incident to manage.

Table 1: Organizational Guides

Position	Size of incident (# of Divisions/Groups)				
	2	3	5	10	15
Air Ops Branch Director		1	1	1	1
Air Tactical Group Supervisor (ATGS)	1	1	1	1	1
Helicopter Coordinator	As Needed				
Air Support Group Supervisor (ASGS)	1	1	1	1	1
Airbase/Helibase Manager	One per base				
Helispot Manager	One per Helispot				

Air Operations Staffing Worksheet

Staff	Shift #1	Shift #2
AOBD		
Deputy		
Air Group Supervisor		
Air Tactical Group Supervisor		
Air Support Group Supervisor		
Airbase/Helibase Manager		
Helispot Manager		
Sub-total		
Total	**Shift 1 + Shift 2**	

Determine optimal assignment for air operations overhead personnel already on scene and develop resource requests to fill gaps and projected needs.

- If the ICS 201 is complete and available, you can determine the assignment and status of air operations personnel already on-scene.
- If the ICS 201 is not complete, obtain your information from the OSC, the planning section staff, or possibly from personal observations.
- Determine Air Operations Branch/Group overhead staffing needs taking into consideration the incident response activities, command expectations, and Operational Planning Process needs.
- The AOBD might be required to travel between the ICP and incident aviation asset locations (airbase) to brief aviations assets. Consider a Deputy AOBD if travel times diminish your ICP meeting requirements.
- Submit resource request to the OSC for staff and materials necessary to establish and effectively execute Air Operations Branch/Group functions (See 8.6 Example ICS 220 Air Operations Summary and 8.7 Example ICS 213-RR, Resource Request Message).

Staffing Considerations:

3.4.1.1 AOBD at the ICP

- Maintain constant communications with the Deputy AOBD to ensure situational awareness, ICP coordination and support of field activities. Periodically, visit field activities to maintain keen grasp of the operating picture.
- Ensure the OSC is briefed on operational issues.
- Work with the OSC, PSC and other staff to develop the aviation related tactics for the IAP.
- Provide aviation related input to development of long-range strategic, contingency, support and demobilization plans.
- Assist OSC if needed, to provide operations briefings to IMT members, media, stakeholders and others as required.
- Gather information from assigned personnel that could be used when developing the next IAP.
- Coordinate through the OSC on planned aviation activities with the Safety Officer (SOFR) to ensure compliance with approved safety practices.
- Coordinate through the OSC with the Logistics Section Chief (LSC) on aviation resource requesting and logistics support issues.

- Coordinate through the OSC with the Liaison Officer (LOFR) and Agency Representatives (AREP) to assure that interagency needs are met.
- Obtain from OSC any operational adjustments needed to comply with government owned vs. private contractor use requirements.
- Troubleshoot aviation operational support issues with the OSC and other IMT members.
- Maintain ICS 214 Unit Log (See 8.8 Example ICS 214 Unit Log).

3.4.1.2 Deputy AOBD in the Field
- Ensure the IAP is effectively implemented.
- Maintain effective two-way communications with the AOBD and OSC.
- Take ownership of all activities occurring in the operational area.
- Be accountable for personnel and equipment assigned to the operational area.
- Ensure safe practices and ORM are being employed.
- Ensure the security of the operational area is being maintained.
- Reassign resources as needed (in coordination with the AOBD/OSC).

- Coordinate with COML to ensure Air to Air and Air to Ground frequencies are adequate and have built in redundancy.
- Determine the need for additional resources or resource demobilization.
- Identify additional support facilities.
- Identify and communicate with the AOBD/OSC future strategies and tactics.
- Make adjustments to planned tactics as needed.
- Evaluate effectiveness of the operations.
- Ensure adequate operational supervision.
- Ensure interagency cooperation and coordination.
- Debrief off-going resources and pass best practices and lessons learned to the AOBD/OSC for incorporation into the next cycle of operational planning.
- Keep OSC, Situation and Resources Units current on incident status.
- Ensure all supervisory personnel are maintaining an ICS 214 Unit Log.

3.4.1.3 Airbase/Helibase Manager

Managing a major airfield operation can be a challenge. Don't hesitate to request resources through the OSC with the expertise to take on that project, so the AOBD can focus on the larger air operation. The wildland fire community has a great

deal of experience setting up large airbase operations. An Air Force Contingency Response Group is specifically tailored to provide such a capability, and operated several airfields in the aftermath of Hurricane Katrina. The CG air station Operations or Engineering Officer is another resource that may be of assistance.

3.4.1.4 Additional personnel considerations

- ICS Facilitator (Technical Specialist). Not all response agency personnel are at the same level of ICS training. Consequently in order to level the playing field, an ICS facilitator can be used. The advantage of an ICS facilitator is that they can guide the OSC through the ICS operational planning process. They also may serve as an impartial facilitator in order to promote agreement throughout the IAP development process. One other beneficial activity of having an ICS facilitator is to be able to prioritize the AOBD's time, activities, and other demands. An ICS facilitator will be able to discern whether such demands are a priority. The ICS facilitator can also assist the AOBD in the creation of the IAP documents (ICS 220).
- Air Operations Branch/Group Telephone/Radio Watch. Ensure there is adequate personnel coverage to monitor all radios/phones necessary

for effective oversight of field aviation related operations. Also, ensure there are sufficient additional personnel for watch reliefs, round the clock coverage, runners, etc. The COML may have personnel who can assist.

- Technical Specialists. In today's complex world of "All Risk / All Hazard ICS" it is the rare person that can effectively manage all of the detailed technical aspects of a major response effort. AOBDs may want to include Technical Specialists (THSP) on their staff to better ensure success. THSP's can be placed anywhere within the organization, at any time, in order to maximize the benefit of their expertise. Consider these people to be your subject matter experts for a particular aspect of a response effort.
  - o A specialist or liaison from the FAA can be essential to seeing the air picture, managing airspace issues, etc.
  - o NOAA provides THSPs that can tailor aviation weather forecasts or help with modeling hazmat plumes and oil spill trajectories.
  - o If an AOBD has been designated but they're not familiar with aviation, consider ordering a pilot as a THSP. Conversely, if an AOBD has been designated but they're not familiar with ICS, consider ordering an ICS THSP.

o If the Incident Management Software System
   (IMSS) is to be used, consider ordering an IMSS
   THSP for data entry and display assistance.
- Role clarity. Ensure that roles and responsibilities
  are defined and understood by air operations
  personnel. The expectations for personnel who fill
  ICS roles may vary depending on their experience
  and background. For example, personnel with
  wildland fire experience expect the Air Tactical
  Group Supervisor (ATGS) to focus on airborne
  direction of tactical operations. However, the
  Coast Guard IMH describes major responsibilities
  for the ATGS that are far more focused on ground
  responsibilities such as planning and scheduling.

3.4.2 Establish Work Location

The Air Operations Branch/Group will be located
with the Operations Section. The OSC will
consolidate the space needs for the Operations
Branch, Division and Group personnel working in the
ICP. The OSC and AOBD need to ensure adequate
work space for number of personnel and equipment
including the possibility for expansion. A rough
guide to space needs can be found on the ICS 235.
In certain situations, the AOBD might be required to
travel between incident aviation asset locations
(airbase) and the ICP. The following are items to

consider when planning out workspace needs. This is not an all inclusive list:

- <u>Tables</u>: Tables should have enough room to seat all the members of the Operations Section personnel working within the ICP and allow ample room for their equipment such as computers, printers, phones, etc. There should also be tables set aside for laying out drawings, charts, or other large papers needed for plan development and operational planning discussions. Also ensure there is adequate space for any Technical Specialists. To facilitate coordination, the AOBD should be in close proximity to the OSC.
- <u>Easels and Wall Space for Posting Work Products</u>: The room should include wall space for hanging charts, maps, photos, and poster-size paper for Operations members to develop and review their written products (this is usually supported by the Situation Unit Leader). This does not replace the Situation Displays.
- <u>Displays</u>: Each poster/display has significant importance and is used for communicating information to the personnel managing the response. The Situation Unit provides and maintains charts and maps for the operations section. Therefore the Situation Unit must be in close proximity to the Operations section.

- <u>Phones</u>: A conference call or speaker phone should be accessible in the Operations space that is large enough to allow multiple people to hear and use.
- <u>Radios</u>: If feasible, maintain radio communications with aircraft in order to manage ongoing operations.
- <u>Other Equipment/Items:</u> Some items that may be useful for outfitting an Operations space include:
  - o Contingency Plans
  - o Internet access (essential for monitoring air picture)
  - o Projector and screen for developing products and conducting briefings
  - o Television and DVD player for viewing video
  - o Various electronics (computers, printers, faxes, scanners, video teleconferencing, etc.)
- Submit ICS 213-RR Resource Request through the OSC for supplies/equipment in accordance with incident resource request process.

3.4.3 Organize and Brief Subordinates
- Conduct Air Operations Meetings as outlined in section to establish guidelines, expectations, work/meeting schedules and to clarify roles and responsibilities.
- Outline resource request process.

- Develop an Organization Chart for the branch/group to identify roles and highlight span of control issues.
- Evaluate the span of control within Air Operations and request/assign additional personnel to maintain proper management ratios.

4. Manage Air Operations

4.1 Organize Air Operations Branch/Group

In any response, it is crucial that roles and responsibilities be made clear. With the complexity of today's response requirements to large scale incidents or events, it is often prudent to sub-divide the duties of the AOBD into two separate work functions, one in the Incident Command Post (ICP), and the other out in the operational area supervising tactical activities. Consider using Deputies as necessary to meet current aviation operations and future aviation operations while additionally considering day/night shifts. See IMH chapter 7 and section 3.4 Activate the Air Operations Branch/Group for additional roles and responsibilities to consider.

- The AOBD is the overall person in charge of the Air Operations Branch and must be accountable and accessible to the OSC and other staff in the ICP. Therefore, the AOBD typically conducts most of the duties at the ICP, supporting the OSC with the operational planning process and managing overall air support to the response.
- For small operations, the AOBD may work directly with the pilot or mission commander from a supporting air agency. In larger operations, span of control is a factor, and the AOBD may use other

staff to manage air related operations at airfields, bases, and helispots. Options include a branch deputy, division/group supervisor(s), and/or manager(s).

- A Deputy AOBD should be fully qualified, and could be delegated the authority to manage a functional operation, perform a specific task and/or act as relief for the AOBD. Multiple deputies may be used for a variety of functions.
- Keep the OSC informed of the Branch organization and activities.

4.2 Monitor/Adjust Air Operations

- Maintain effective communications between aircraft, bases, helispots and the AOBD. Direct the use of clear text and ICS terminology (no codes) in all radio transmissions. Establish clear call signs for AOBD facilities, such as "(Incident Name) Communications" or "(Incident Name) Ops."
- Monitor situation for appropriate span of control. If the aviation branch is being used, then aviation divisions or groups are being utilized. If so, monitor each division/group to ensure proper span of control is maintained.
- Ensure existing on-scene resources are organized to address incident priorities and objectives.

- Evaluate need for additional aviation related overhead personnel such as deputies, supervisors, managers, liaisons, technical specialists and assistant safety officers.
- Ensure effective resource-to-mission ratio.
- Utilize commercial resources as feasible.
- Evaluate the need for aircraft to support all aspects of the operation.
- Evaluate support requirements to sustain operations, such as food, fuel, relief crews, lodging, transportation, support facilities, etc. Work with OSC and LSC to manage these needs.
- Ensure that aircraft maintenance and support requirements are met. In many cases, the operating agency will provide specific maintenance support for their aircraft. However, these efforts must be coordinated.
- Consider requirements for ground support equipment such as forklifts, stands, generators, etc.
- Establish boundaries for operating areas. Inform all assets of multi-functional operations occurring within a geographic area. Coordinate with users, FAA, USNORTHCOM, and/or DOD as appropriate.
- Ensure Air to Air and Air to Ground frequencies are adequate and have built in redundancy.

- Ensure proper methods of transporting supplies for logistics, maintenance, and support.
- Convey key decisions, support info and reporting info to the OSC and as appropriate IMT personnel.
- Support agency rules, regulations and policies governing flight operations by assigned resources. Refer to Coast Guard Air Operations Manual, COMDINST 3710.1 for Coast Guard air operations.

4.3 Manage On-Scene ORM

- Verify and validate what is currently happening and what is the potential.
- Monitor on-scene and approaching weather and assess impacts to aviation.
- Manage real and probable risks to flight operations such as unlit/lit towers, power lines, terrain, civil unrest and restricted airspace.
- Employ Temporary Flight Restrictions (TFRs) to protect response aircraft, or to exclude any aircraft from entering an airspace volume. TFRs are explained in FAR 91.137.
- Utilize Notice to Airmen (NOTAM) to advise pilots about a TFR, or other information that could affect them. For example, pilots should be aware when an airfield is busy with response aircraft that impact normal operations.

- Consider requesting (or cancelling) a TFR or Notice to Airmen (NOTAM) with local FAA facility.
- Consider the risk of drone operations. Drone operators are required to comply with FAA airspace use restrictions, as well as local or state ordinances.
- Ensure appropriate personal protective gear is available for passengers on incident-assigned aircraft. Policies for this requirement will vary depending on which agency is operating the aircraft.
- Monitor fire and rescue assets to support base and helispot flight operations. These requirements will vary depending on the aircraft operating agency.
- Consider noise abatement measures.
- Manage safe approach and departure paths to landing spots.
- Consider landing and parking area drainage.
- Consider risk mitigation measures for dust abatement or to prevent foreign object damage.
- Consider aircraft parking plan issues. Incorporate risk mitigation measures if needed (such as aircraft marshallers, traffic cones, follow-me vehicles, eliminating obstacles, etc.).
- Avoid flight operations to areas with slopes, holes, depressions, corrosive/hazardous materials or in

the downdraft on the lee side of hills, ridges or mountains, if possible.
- Consider the risk of operating in mountainous environments. Some agencies have specific restrictions for operating in these areas.
- Determine additional risks: security, unstable situation, etc.
- Review available plans. Most states have air operations contingency plans on the shelf.
- Engage Liaison Officer for agency-specific questions or concerns.

4.4 Identify additional mission priorities and conduct resource needs analysis

- Identify and monitor primary factors that may cause rapid incident escalation or change.
- Manage Air Operations Branch/Group organization and resource adjustments needed keeping OSC informed. Consider escalation potential and other contingencies.
- Working with the OSC, update work assignments and special instructions based on Command priorities, objectives, threats, and escalation factors.
- Determine capabilities of on-incident/ordered air, surface, and ground assets (e.g. night vision,

FLIR, internet or other types of communication and encryption equipment).
- Establish/Manage process for air mission requests.
- Establish/coordinate procedure to maintain situational awareness of airborne aircraft, such as routine flight ops/position reports. Some agencies have specific flight-following procedures for incident flight operations.
- Determine adequacy of airports, heliports, helibases, helispots and/or landing zones to accomplish full mission requirements.
- Determine condition of flight facilities (e.g. runway/helipad condition, runway length, weight restrictions, obstacles, foreign object debris, flight planning area, weather support, communications and internet access).
- Refer to National Wildfire Coordinating Group Interagency Helicopter Operations Guide for guidance on establishing helispots and landing zones.
- Determine/Monitor refueling locations and hours of operation with known fuel types, amount and quality. Federal aircraft operators normally must obtain fuel at the GSA contract price.

- Identify/Monitor medical facilities and determine their capabilities (e.g. trauma center level, helipad, closest landing zone or airport).
- Establish/Monitor firefighting and emergency medical services (EMS) for flight operations. Consult USCG Safety and Environmental Health Manual, COMDINST M5100.47 for aircraft firefighting requirements.
- Establish/Manage procedures for use/disposal of hazardous materials and reconstitution of aircraft (including due to biohazard materials such as bodily fluids).
- Determine adequacy of logistics, communications, and other support. Request additional support as needed.
- Monitor available information on missing persons, injuries, illnesses, fatalities, etc.

4.5 Evaluate and manage incident potential

- Determine aviation potential for incident, secondary impacts and potential for development of additional emergencies within the response (such as an incident within an incident).
- Coordinate with OSC and LSC/FSC for aviation funding and support requirements. Consider shift to less expensive options as dictated by the ongoing incident and potential. For example, shift

to commercial providers, CG Auxiliary Air or Civil Air Patrol, rather than military operators. Also consider requirement for continuously available on-call air assets vs. paying a commercial operator only for air missions flown.

- Work with OSC and PSC to develop an evacuation plan based on local scenarios (e.g. thunderstorms, hurricanes, high winds, hail, tsunami, icing, snow, etc.)
- Determine authorized materials for removal of snow and ice (if applicable).
- In the event of an aircraft mishap, federal agency owned or contracted assets are investigated internally and coordinated with NTSB or the NTSB may lead the investigation. Support for these investigations are normally supported by the incident. If so, be prepared to support and coordinate with NTSB requirements. Priorities in an aircraft mishap usually include safety of personnel, protection of property, and preservation of evidence.
- Work with the OSC and logistics, liaison, and aviation community to identify potential aviation providers (including private entities and federal, state and local agencies). The table in Appendix 8.13 FEMA Air Mission Management from the

FEMA Air Operations Guide lists federal agencies and groups that support a variety of air missions.

5. Lead Personnel

As the leader of the Air Operations Branch/Group, the AOBD should meet with the staff routinely to monitor team progress, cohesion, convey personnel expectations.

5.1 Conduct Branch/Division/Group Meetings

- Aviation DIVS may or may not be able to attend the Ops Brief, so conduct at least one meeting per operational period
- If necessary, one per situation unit shift
- Post expectations for personnel to review
- Topics to discuss:
  - Incident Situation
  - Command Situation
  - Branch/Group work hours
  - AOBD expectations of staff
  - Roles and responsibilities
  - When AOBD and/or OSC needs to be notified
  - Work product expectations and deadlines
  - Coordination Issues
  - Discuss status of objectives and work progress from previous operational period.

5.2 Provide On the Job Training (OJT)

- As appropriate, provide OJT to aviation personnel
- Equipment training (vehicle, GPS, digital

cameras, office equipment, etc.)

5.3 Forecast requirements

- Future personnel requirements
- Rotations – Identify need for replacements as soon as possible
- Shift work – The branch may need to expand and contract the number of shifts depending on incident needs (e.g. multiple vs. daytime only, etc)
- Work-life (e.g. time-off, morale events, etc)

5.4 Evaluate/monitor branch/group performance

- See detail in 8.10 Evaluation Criteria for Air Operations Branch/Group,
- Monitor branch/group for efficiency
- Evaluate for potential changes to Air Operations Branch/Group organization, personnel and/or processes
- Is organization functioning as a team?
- Is branch/group producing results required by OSC?Establish a feedback system to identify systemic problems
- Correct any systemic problems and notify the OSC as required
- Assess background/experience of assigned and inbound personnel

- Place personnel in appropriate positions and/or provide OJT

## 5.5 Evaluate individual personnel performance
- Provide feedback and/or corrective actions to subordinates
- Use 8.11 Personnel Evaluation Criteria and 8.12 ICS 225 Incident Personnel Performance Rating
- Submit unit/personnel for recognition

6. Support the Planning Process

While the AOBD is responsible for current operations, the AOBD must also support tactical planning for subsequent operational periods. The PSC facilitates the Planning Process to ensure that the OSC/AOBD plan is documented in the IAP. See the back cover.

6.1 Initial IC/UC, IC/UC Objectives, and Command and General Staff Meetings

The AOBD does not normally participate in these meetings. The AOBD may be asked to provide the OSC an aviation update prior to these meetings.
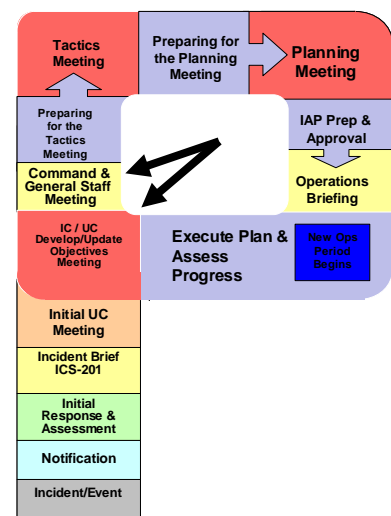
6.2 Preparing for the Tactics Meeting

Following the Command and General Staff Meeting, the AOBD may assist the OSC and PSC preparing for the upcoming Tactics Meeting. Although the OSC has overall responsibility for developing strategies and tactics for the operational objectives, the AOBD should provide input for future air operations.
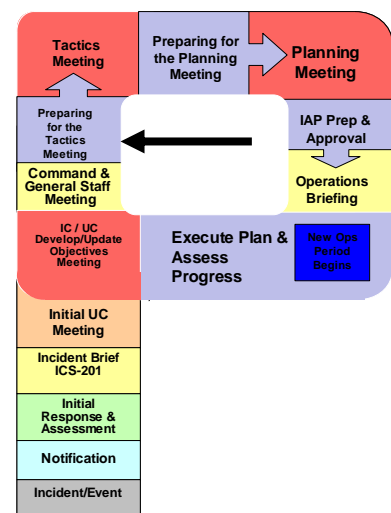
- During this timeframe, continue directing/supporting air operations.
- The OSC will gather input/recommendations for the next operational period from the DIVS, and OPBDs/AOBD if staffed. The AOBD should provide input for planning air operations.
- The OSC will gather input from Technical Specialists as needed to prepare their information for incorporation into the Operational Planning process (e.g. weather, plume modeling, aerial observation, hazards, wildlife, FAA, TFRs etc.). The AOBD should contact THSPs for aviation related information and provide that information to the OSC. Consider incorporating a THSP's expertise anytime specialized equipment, processes, or work practices are involved.
- As needed/requested, assist in developing the OSC's Tactics Meeting Products. Ensure the products include contingencies or "what if" strategies and tactics for situations such as bad weather or sudden changes in operational conditions.
- Conduct branch tactical planning, if needed or directed by the OSC.

6.3 Tactics Meeting

The AOBD does not normally attend this meeting. They may be asked by the OSC to attend and provide details about air operations tactics and asset selection when the incident requires heavy reliance on aviation assets. The AOBD is a branch level position that sometimes requires branch level tactical planning and briefings when there are a large number of aviation assets in use.

- During this timeframe, continue directing/supporting air operations.
- Be prepared to provide proposed tactics and asset requirements for aviation related operations.
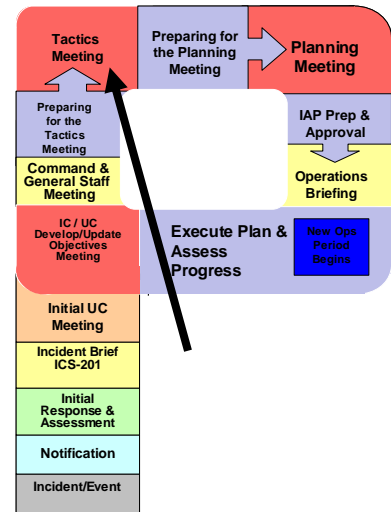
6.4 Preparing for the Planning Meeting

The AOBD may assist the OSC, if needed finalizing products in preparation for the Planning Meeting. They may be asked by the OSC to attend and provide details about air operations tactics and asset selection when the incident requires heavy reliance on aviation assets.
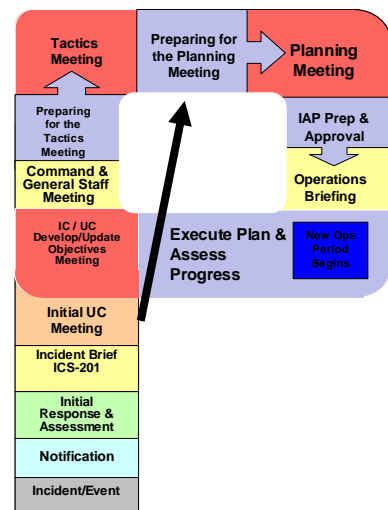
- During this timeframe, continue directing/supporting air operations.
- Be prepared to provide proposed tactics and asset requirements for aviation related operations.
- Prepare any briefing notes needed for the OSC to effectively communicate the Air Plan to attendees.

6.5 Planning Meeting

The AOBD does not normally attend this meeting.   They may be asked by the OSC to attend and provide details or elaboration about air operations.

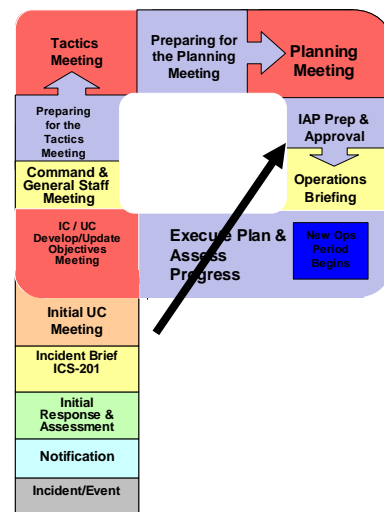- During this timeframe, continue directing/supporting air operations.
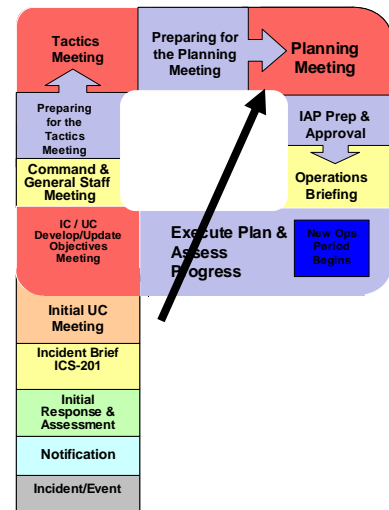
6.6 IAP Preparation and Approval

The Incident Action Plan is prepared, submitted to the Unified Command and approved.

The AOBD should be available to provide clarification for the aviation aspects of the IAP development if needed. The AOBD reviews applicable ICS 204s, ICS 204As, and produces the ICS 220 as the Incident Action Plan is prepared.

- During this timeframe, continue directing/supporting air operations.
- Develop the ICS 220 Air Operations Summary and submit to the OSC. See 8.6 Example ICS 220 Air Operations Summary.
- Review aviation related ICS 204s/204As. See 8.3 ICS 204 Review Checklist, 8.4 Example ICS 204 Work Assignment, and 8.5 Example ICS 204A Assignment List Attachment.
- Provide OSC input on how many copies of the IAP are needed for Air Operations Branch/Group personnel (recommended: everyone in a supervisory position).
- Ensure personnel receive notification of the time and location of the Operations Briefing.

6.7 Operations Briefing

During this briefing, the OSC presents the Incident Action Plan to the Operations Section Supervisors, including the AOBD. They may be asked by the OSC to provide details or elaboration about air operations.

- All Air Operations supervisory personnel should be in attendance (i.e. Deputies and Division/Group
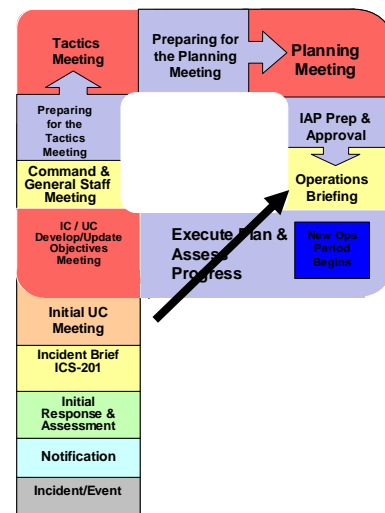
Supervisors). If not available, the AOBD may have to brief them after the briefing.

- All supervisory personnel should get a copy of the IAP.
- Follow up on air operations questions. Ensure supervisors leave with no questions about the air operations plan.

6.8 Execute Plan and Assess Progress

During this phase the AOBD monitors air operations closely to ensure the IAP is being carried out effectively/efficiently, keeps the OSC informed, and also making tactical changes based on the dynamics of the incident.
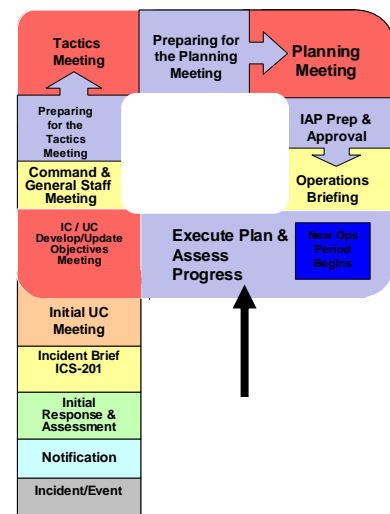
- If able, tour the air operations facilities to maintain perspective.
- Use this time to look ahead an Operational Period or two.
- Evaluate Technical Specialist needs or performance.
- Debrief field personnel. Ensure sufficient information is garnered to allow you to carry forward a clear operational perspective into the next Operational Planning cycle.

- The AOBD can begin working with the OSC to revise or suggest new Objectives for the upcoming IC/UC Objectives Meeting.

7. Demobilize Branch/Group Resources

Provide input to the Demobilization Plan as requested by the OSC. This can include information about what is effective/ineffective, work relationships (who works best with each other), what's not being used, lead times required to demobilize equipment and personnel and equipment release considerations.

- Participate in IMT debriefing and/or close out session. This will help provide feedback for lessons learned and future improvements.

- Brief replacement if necessary on status of branch/division/group and work assigned.

- Follow Demobilization Plan.

- Document status of equipment when demobilized (i.e. condition, damage, etc.).

- Provide Supply Unit Leader with a list of supplies to be replenished.

- Forward all appropriate documentation to Documentation Unit.

- Return all equipment to Logistics section as appropriate.

- Complete ICS 221, Demobilization Check-out sheet.

8. Appendices

8.1 Deployment Kits

Personal Deployment Kit

	Uniforms appropriate for the response including appropriate footwear
	Update your family emergency plan
	Emergency contact information
	Dependent care plan (i.e. wills, powers of attorney, etc.)
	Sufficient medications and/or medical supplies for 60 days
	Pet care plan, if applicable
	Power supply and/or chargers for personal communication equipment
	Food for 48 hrs (as applicable)
	Sleeping Bag/Pad (as applicable)

AOBD Deployment Kit

#	Item
1	Laptop Computer with remote desktop capability
1	Internet access (such as Jetpack)
1	Encrypted Hard Drive
1	Cell Phone with camera/GPS capability
1	Mobile printer
1	Electronic Flight Bag

	ICS Forms
	    ICS 204 Assignment List
	    ICS 204A Assignment List Attachment
	    ICS 210 Status Change Card

	ICS 213-RR Resource Request ICS 213 General Message ICS 214 Unit Log ICS 220 Air Operations Summary ICS 225 Incident Personnel Performance Rating ICS 237 Incident Mishap Reporting Record
1	ICS Forms (Electronic Version)
10	Markers, Assorted Colors
10	Highlighters, assorted colors
10	Pens/Pencils
1	Paper (ream)
1	Binoculars
2	Flashlights/replacement batteries
100	Paper Clips
50	Push Pins
50	Rubber Bands
4	Self Stick Note Pads

	Personal Protective Equipment (PPE)
	  Foam ear plugs (box)
	  Reflective belts/vests

1	Vest, Red, AOBD
	Contingency Plans (Federal, State, Local)
1	Incident Management Handbook
1	ICS AOBD Job Aids
	Aerial Photographs for Incident Area
	Charts and Maps for Incident Area

8.2 Functional Interactions.

Below is an input/output matrix to assist the AOBD with obtaining information from other ICS IMT positions and providing information to ICS IMT positions.

MEET With	WHEN	AOBD OBTAINS	AOBD PROVIDES
IC/UC	Ops Brief	Motivational Remarks	Operational Plan (IAP)
OSC	Initial incident brief	OSC Expectations	Feedback on initial air operations response activity / organization
	Post C&GS Meeting	Operational periods IC/UC Objectives	Feedback on objectives
	Preparing for Tactics Meeting	OSC Tactical needs	Air Operations Tactical Plan (ICS 215 input for Air operations portion, and ICS 220)
	Ops Brief	Motivational Remarks	Operational Plan (IAP)
PSC	Preparing for Tactics Meeting	Input for strategies, tactics & alternatives	Strategies and Tactics (ICS 215, ICS 220)
	IAP Prep	Completed ICS 204's related to Air Operations	Information needed to complete the ICS 204's related to Air Operations and completed ICS 220

MEET With	WHEN	AOBD OBTAINS	AOBD PROVIDES
LSC	As needed or directed by OSC	Aviation resource availability	Resource Needs Transportation and Communications needs
FSC	As needed or directed by OSC	Funding update	Resource Needs
SOFR	As needed or directed by OSC	Hazard/Risk Analysis (ICS 215A)	
	IAP prep	Safety Messages	Feedback on safety messages
LOFR	As needed or directed by OSC	Liaison Issues	
PIO	As needed or directed by OSC	Public Information Issues and needs for aviation transport	
Resources Unit Ldr	As needed or directed by OSC	Resource status	Changes in Aviation asset status, if not done by OSC

MEET With	WHEN	AOBD OBTAINS	AOBD PROVIDES
Situation Unit Ldr	As needed or directed by OSC	Situational Information: Wx, projections, displays, & briefings	Situational changes in operational status for aviation
Aviation DIVS	Continuously	Current response actions, accomplishments, current and future needs, concerns	Support
	Ops Brief		ICS 204 assignments
THSP	As they report in	Technical support	Assignment

8.3 ICS 204 Review Checklist

The AOBD may be asked by the OSC to review the aviation related ICS 204s. Some general things the AOBD may want to consider:

☐ Is the information detailed enough for the field supervisors to clearly understand what work they are required to perform?

☐ Is the work area clearly delineated?

☐ Are specialized tasks conveyed with sufficient depth to assure understanding? Does it convey specific work methodology if needed?

☐ Are assigned personnel properly trained and/or equipped for the task(s)?

☐ Are the attachments to the form helpful and will they reproduce clear enough for use?

☐ If the forms cover multiple work shifts, is it clear who works when and where?

☐ Are the Air to Air and Air to Ground frequencies adequate and consistent with the ICS 205?

☐ Are any support processes (refueling, food, consumable gear replacement, etc.) clear to field supervisors?

☐ Does the verbiage make sense and is it readable?

☐ Are THSP's roles on scene clearly conveyed?

8.4 Example ICS 204 Work Assignment

1. Incident Name Hiatusport Hurricane Oscar	2. Operational Period (Date/Time) From: 15 May 17 0800 To:16 May17 0800	Assignment List ICS 204-CG

3. Branch Air Operations	4. Division/Group/Staging

5. Operations Personnel	Name	Affiliation	Contact # (s)
Operations Section Chief:	P. Montoro	USCG	302-382-1717
Deputy Operations Section Chief:	T. Conrad	USCG	302-382-1395
Air Ops Branch Director:	J. Green	USCG	555-123-4567 / 122.55
Deputy Branch Director:			
Division/Group Supervisor/STAM:			

Strike Team/Task Force/Resource Identifier	Leader	Contact Info. #	# Of Persons	Reporting Info/Notes/Remarks	
CG6547	W. White	555-456-7890	4	Foley Airport	☐
					☐
					☐
					☐
					☐
					☐
					☐
					☐
					☐
					☐

7. Work Assignments
Conduct SAR along the Sangria River and shoreline east of Hwy 1. Transport any recovered personnel directly to Hiatusport Memorial Hospital helipad; contact them inbound on 135.25. Operate below 800' AGL. Report upon takeoff, landing, and provide "Ops Normal" calls every 15 minutes.   If feasible, report any major damage to infrastructure and status of harbor entrance.

8. Special Instructions
Be aware of HPD helicopter operating near the ICP from about 0830-1030. Refer to ICS220 for other planned air operations.
Refer to attached ICS-204A with altitude deconfliction plan.   TFR remains in place.

9. Communications (radio and/or phone contact numbers needed for this assignment)

Assignment	Channel Name	Frequency (Tx)	Phone
Air Operations	Oscar air ops	122.55	
Foley airport		123.50	
Hiatusport Approach		122.45	

Emergency Communications
Medical Memorial Hospital – 135.25 Evacuation_____ Other Guard 121.5

10. Prepared by: J. Green	Date/Time 15 May / 0100	11. Reviewed by (PSC): R. Dotlow	Date/Time 15 May / 0200	12. Reviewed by (OSC): T. Conrad	Date/Time 15 May / 0200

ASSIGNMENT LIST (ICS 204-CG)

ICS 204 Instructions

Purpose. The Assignment List(s) informs Division and Group supervisors of incident assignments. Once the Unified Command and General Staff agree to the assignments, the assignment information is given to the appropriate Divisions and Groups.

Preparation. The Assignment List is normally prepared by the Resources Unit, using guidance from the Incident Objectives (ICS 202-CG), Operational Planning Worksheet (ICS 215-CG), and the Operations Section Chief. The Assignment List must be approved by the Planning Section Chief and Operations Section Chief. When approved, it is included as part of the Incident Action Plan (IAP). Specific instructions for specific resources may be entered on an ICS 204a-CG for dissemination to the field. A separate sheet is used for each Division or Group. The identification letter of the Division is entered in the form title. Also enter the number (roman numeral) assigned to the Branch.

Special Note. The Assignment List, ICS 204-CG submits assignments at the level of Divisions and Groups. The Assignment List Attachment, ICS 204a-CG shows more specific assignment information, if needed. The need for an ICS 204a-CG is determined by the Planning and Operations Section Chiefs during the Operational Planning Worksheet (ICS 215-CG) development.

Distribution. The Assignment List is duplicated and attached to the Incident Objectives and given to all recipients of the Incident Action Plan. In some cases, assignments may be communicated via radio/telephone/fax. All completed original forms MUST be given to the Documentation Unit.

Item #	Item Title	Instructions
1.	Incident Name	Enter the name assigned to the incident.
2.	Operational Period	Enter the time interval for which the form applies.
3.	Branch	Enter the Branch designator.
4.	Division/Group/Staging	Enter the Division/Group/Staging designator.
5.	Operations Personnel	Enter the name of the Operations Chief, applicable Branch Director, and Division Supervisor.
6.	Resources Assigned	Each line in this field may have a separate Assignment List Attachment (ICS 204a-CG). Enter the following information about the resources assigned to Division or Group for this period:
	Identifier	List identifier
	Leader	Leader name
	Contact Information	Primary means of contacting this person (e.g., radio, phone, pager, etc.). Be sure to include area code when listing a phone number.
	# Of Persons	Total number of personnel for the strike team, task force, or single resource assigned.
	Reporting Info/Notes/ Remarks	Special notes or directions, specific to this strike team, task force, or single resource. Enter an "X" check if an Assignment List Attachment (ICS 204a-CG) will be prepared and attached. The Planning and Operations Section Chiefs determine the need for an ICS 204a-CG during the Operational Planning Worksheet (ICS 215-CG) development.
7.	Work Assignment	Provide a statement of the tactical objectives to be achieved within the operational period by personnel assigned to this Division or Group.
8.	Special Instructions	Enter a statement noting any safety problems, specific precautions to be exercised, or other important information.
9.	Communications	Enter specific communications information (including emergency numbers) for this division /group. If radios are being used, enter function (command, tactical, support, etc.), frequency, system, and channel from the Incident Radio Communications Plan (ICS 205-CG). Note: Phone numbers should include area code.
10.	Prepared By	Enter the name of the person completing the form, normally the Resources Unit Leader.
	Date/Time	Enter date (month, day, year) and time prepared (24-hour clock).
11.	Reviewed by (PSC)	
	Date/Time	Enter date (month, day, year) and time prepared (24-hour clock).
12.	Reviewed by (OSC)	Enter the name of the operations person reviewing the form, normally the Operations Section Chief.
	Date/Time	Enter date (month, day, year) and time prepared (24-hour clock).

8.5 Example ICS 204A Assignment List Attachment

ICS 204a-CG form titled "ASSIGNMENT LIST ATTACHMENT" with the following fields:

1. Incident Name	2. Operational Period (Date/Time)	ASSIGNMENT LIST ATTACHMENT
Hiatusport Hurricane Oscar	From: 15 May/0800 To: 16 May/0800	ICS 204a-CG

3. Branch	4. Division/Group
Air Operations	

5. Strike Team/Task Force/Resource (Identifier)	6. Leader	7. Assignment Location
CG6547	W. White	Foley Airport

8. Work Assignment Special Instructions, Special Equipment/Supplies Needed for Assignment, Special Environmental Considerations, Special Site Specific Safety Considerations

Contingency Airspace Management - Mission Type Altitude Stratification within TFRs
SE Hurricane ACP Working Groups agreed upon altitudes - MAY be adjusted dependant on event.

6,000' AGL

South/West 2,600 AGL to 6,000 AGL

North/East 2,600 AGL to 6,000 AGL

2,000' AGL

OTHER SUPPORT AIRCRAFT (FW/RW) on Operationally Approved Missions Coordinated through the AOB (example: Re-Trans aircraft Opns)

200' SEPARATION BUFFER

1,800' AGL Up to but not including

South/West 1,400 AGL to 1,800 AGL

North/East 1,000 AGL to 1,300 AGL

1,000' AGL

FIXED-WING AIRCRAFT Performing Coordinated Missions SAR, Assessments, etc.

200' SEPARATION BUFFER

800' AGL Up to but not including — Ceiling of this lowest stratification may be adjusted for terrain.

ROTARY-WING AIRCRAFT on Operationally Approved Missions Manned SAR Law Enforcement (LE) and Public Safety (PS) External Load (sling) and Hoist

SURFACE

VFR OPERATIONS (SEE AND AVOID) SAFETY NOTE: This altitude segregation structure does NOT constitute ATC instruction, positive separation, controlled airspace, or impenetrable blocks. This stratification is intended to provide procedural deconfliction (again NOT separation) for flights in a disaster TFR, enhancing safety and shared situational awareness. This is a SAMPLE stratification and may be altered to support the mission needs and safety concerns specific to individual incidents, Incident Command input, and locations (that take into account possible adjustments to the lowest strata to accommodate terrain). These altitudes will be translated to MSL in FAA NOTAMs. This strata is intended only for VFR operations - changing weather introducing IMC will force altered operations which will be communicated via SPINS and other mechanisms. Pilots must refer to the latest NOTAMs. In collaboration with Incident Command, the FAA and its interagency partners, may compliment this altitude segregation with lateral deconfliction measures such as defined operating zones, egress/ingress routes, etc. This stratification is not intended to stop ascending/descending flights which will need to transit these strata.

Approved Site Safety Plan Located at: Hiatusport Aviation Services

9. Other Attachments (as needed)
- ☐ Map/Chart
- ☐ Weather Forecast/Tides/Currents
- ☐ _____
- ☐ _____
- ☐ _____
- ☐ _____

10. Prepared by: Date/Time	11. Reviewed by (PSC): Date/Time	12. Reviewed by (OSC): Date/Time
J. Green 15 May/0100	R. Dotlow 15 May /0200	T. Conrad 15 May /0200

8.6 Example ICS 220 Air Operations Summary

AIR OPERATIONS SUMMARY — ICS 220-CG

1. Incident Name: Hiatusport Hurricane Oscar

2. Operational Period (Date / Time): From: 15 May 2017 0800 To: 16 May 2017 0800

3. Distribution
- ☒ Fixed-Wing Bases: Foley Airport
- ☒ Helibase: Foley Airport

4. Personnel and Communications

Air Operations Director		Air / Air Frequency	Air / Ground Frequency
Air Operations Director	J. Green (555-123-4567)		122.55
Air Tactical Supervisor	A. Brown (555-234-5678)		122.55
Air Support Supervisor			
Helicopter Coordinator	C. Blue (555-345-6789)		122.55
Fixed-Wing Coordinator			

5. Remarks (Spec. Instructions, Safety Notes, Hazards, Priorities): Refer to attached altitude deconfliction plan. TFR remains in effect. Remain aware of drones and media aircraft. See ICS 204 for detailed work assignment.

6. Location / Function	7. Assignment	8. Fixed-Wing		9. Helicopter		10. Time		11. Aircraft Assigned	12. Operating Base
		NO.	TYPE	NO.	TYPE	Available	Commence		
Foley Airport / SAR	Conduct SAR along the Sangria River and shoreline east of Hwy 1			1	MH-65 USCG	0800	0800	6547	Air station Atlantic City
Foley Airport / LE	Provide security for VIP visit to ICP from 0930-1030			1	MD500E HPD	0800	0830	N8374F	Foley Airport
Foley Airport / Recce	Obtain aerial photography of Penguin Island and Hiatusport International Terminal areas	2	C-172 CAP			0800	0800	N6576N N99697	Springfield Airport
Foley Airport / Log	Transport supplies from airport to County EOC			1	CH-47 ARNG	0800	1030	22682	Springfield Airport
13. TOTALS		2		3					

14. Air Operation Support Equipment: Hiatusport Aviation Services

15. Prepared by: K. Gray

Date / Time: 15 May 2017/0300

ICS 220-CG (Rev.07/04)

AIR OPERATIONS SUMMARY

AIR OPERATIONS SUMMARY (ICS 220-CG)

Purpose. The Air Operations Summary provides the Air Operations Branch with the number, type, location, and specific assignments of aircraft.

Preparation. The Operations Section Chief or the Air Operations Branch Director completes the summary during each Planning Meeting. General air resource assignment information is obtained from the Operational Planning Worksheet (ICS 215-CG). The Air and Fixed-Wing Support Groups provide specific designators of the air resources assigned to the incident.

Distribution. After the summary is completed by Air Operations personnel (except item 11), the form is given to the Air Support Group Supervisor, who completes the form by indicating the designators of the helicopters and fixed-wing aircraft assigned missions during the specified operational period. This information is provided to Air Operations personnel who, in turn, give the information to the Resources Unit. All completed original forms MUST be given to the Documentation Unit.

Item #	Item Title	Instructions
1.	Incident Name	Enter the name assigned to the incident.
2.	Operational Period	Enter the time interval for which the form applies.
3.	Distribution	Check the block and enter the time and date when ICS 220-CG and attachments were sent to all fixed-wing bases and helibases supporting the incident.
4.	Personnel and Communications	List the names of those assigned to each position, and the air-air and air-ground frequencies to be used.
5.	Remarks	Enter the special instructions or information, including safety notes, hazards, and priorities for Air Operations personnel.
6.	Location/Function	Enter the assigned location and function of the aircraft.
7.	Assignment	Enter the scope of work the aircraft is assigned to complete.
8.	Fixed Wing	Indicate the number and type of fixed-wing aircraft available for this Location / Function.
9.	Helicopters	Indicate the number and type of helicopters available for this Location / Function.
10.	Time	Indicate when aircraft will be available for use and when operations commence (use 24 hour clock).
11.	Aircraft Assigned	Enter the designators of the aircraft assigned. Gather information from Resources Unit, helibases, and fixed-wing bases.
12.	Operating Base	Enter the base (helibase, helispot, fixed-wing base) from which each air resource is expected to initiate operations.
13.	Totals	Enter the total number of fixed-wing and helicopter aircraft assigned to the incident in the Number columns. Enter the total number of each type of aircraft assigned in the Type columns.
14.	Air Operations Support Equipment	List the designators and location of other support resources assigned to Air Operations.
15.	Prepared By Date/Time	Enter name and title of the person preparing the form. Enter date (month, day, year) and time prepared (24-hour clock).

8.7 Example ICS 213-RR, Resource Request Message

Resource Request Message | ICS-213 RR CG (12/06)

Field	Value
1. Incident Name:	Mills Point
2. Date/Time:	02 Apr 2007 1330
3. Resource Request Number:	B01009

4. ORDER — Note: Use additional forms when requesting different resource sources of supply

a. Qty	b. Kind	c. Type	d. Priority U or R	e. Detailed item description (vital characteristics, brand, specs, experience, etc.) and, if applicable, purpose/use, diagrams, and other info.	f. Requested Reporting Location:	Date/Time:	g. Order # (LSC)	h. ETA (LSC)	i. Cost
1			R	Helicopter - able to carry a minimum of 10 passengers with gear up to 500 pounds. Contact Helibase Manager, Jeff Jones, to discuss specific flight line reporting procedures/requirements.	Helibase	4 Apr 0600	E090	4 Apr 0800	$2356.00

5. Suggested source(s) of supply - POC phone number if known and suitable subtitutes:

Heavy Lift Helicopters POC: Sean Kaufman 550-555-9245 or Heliqwest International

6. Requestor Position and Signature:	Date/Time:
Dan Brinkley	02 Apr 06 1330

7. Section Chief/Command Staff Approval:	Date/Time:
Jeff Barton	02 Apr 06 1345

8. RESL - check box (a) if request is for tactical or personnel resources. Then note availability in box 8.b or 8.c.

- a. [X]
- b. [ ] Resources available as noted in block 12
- c. [X] Resources not available

9. RESL Review/Signature:	Date/Time:
Kimberly Higgins	02 Apr 06 1618

10. Requisition/Purchase Order #: 24-06-276HXQ016

11. Supplier Name/Phone/Fax/Email: Heliqwest International, Randy Simon 550-555-4041

12. Notes: Quoted daily price includes 1 pilot, 1 aircraft mechanic, and aviation fuel.

13. Logistics Section Signature:	Date/Time:
David Jones	02 Apr 06 2040

14. Order placed by (check box): SPUL [ ]   PROC [X]   OTHER [ ]

15. Reply/Comments from Finance:

Contract #: FS-02HB-C-05-0001   Accounting: 2/H/SZ/105/95/0/P07001/37150/2523

16. Finance Section Signature:	Date/Time:
Sam Chase	02 Apr 06 2100

Requestor | Plans | Logistics | Finance

Full instructions on back page. Requestor fills in blocks 1-5, except # 3 & # 4.g-i (shaded area), signs block 6 (do not forget position), gets appropriate Section Chief or Command Staff approval in block 7, and keeps yellow copy (bottom). If applicable, RESL reviews if resource available, signs block 9 and keeps blue copy. Logistics fills in block 4.g and h, and blocks 10-13, and keeps orange copy. Orderer (LSC or FSC) fills in block 4.i. Finance fills in blocks 15 - 16 and keeps green copy. Tan copy is returned to RESL for tactical/personnel or requestor for non-tactical. White copy goes to DOCL.

ICS 213-RR Instructions

REQUESTOR: The requestor must fill in blocks 1 through 7.

Block # 1	Incident name: This is the same as the name stated on the ICS-201 Form and Incident Action Plan (IAP).
Block # 2	Current date and time when submitting request.
Block # 3	Resource Request Number: Specific to the form & enables downstream tracking.
Block # 4a-c	Items requested: Must include quantity; Include Kind and Type if applicable.
Block # 4.d	Priority is either U – Urgent or R – Routine. Requestor: Urgent should **ONLY** be used if the resource must be checked-in and available within the specified time period or an <u>operational</u> objective will not be met. LSC: An Urgent request takes priority over all other requests. The requestor should be notified ASAP on the status of the request.
Block # 4.e	The detailed description of requirements. **BE SPECIFIC AS POSSIBLE**.
Block # 4.f	Delivery/Reporting Location and Times: This is self-explanatory and is required to ensure timely and accurate delivery of the resource.
Block #4g-i	Leave blank for SPUL/PROC to fill in.
Block # 5	Substitutes and/or Suggested Sources: Enter applicable information if known.
Block # 6	Requestor: Print name, position, sign and date.
Block # 7	Approval: This must be approved by the appropriate Section Chief or Command Staff Officer.

PLANNING SECTION: The RESL must fill in blocks 8 through 9.

Box # 8.a	RESL: Check box if request if for tactical resources
Box #8.b/c	RESL: If a tactical resource, check only one box as appropriate
Block # 9	RESL: Sign and date

LOGISTICS SECTION: Blocks 10 through 13 are filled out by the Supply Unit.

Note: Blocks 4 G and H are to be filled out by the Supply Unit or Procurement Unit upon ordering.

Block # 10	Requisition/Purchase Order Number: To be assigned by Supply Unit.
Block # 11	Supplier Point of Contact, Phone Number and Fax Number.
Block # 12	Notes: additional information on the supplier, when contacted, etc.
Block # 13	Signature: As specified by the Resource Request Process. Usually the signature of the SPUL but may also be the LSC or Deputy LSC.
Block # 14	Orderer (SPUL or PROC). Other block is checked if SPUL/PROC positions not filled. If this block is checked, fill in position.

FINANCE SECTION: Blocks 15 and 16 are filled out by the Procurement Unit.

Block # 15	Comments concerning request from FSC, Deputy FSC, or PROC.
Block # 16	Approval: This must be approved in accordance with Resource Request Process.

Note: Cost associated requests will not be ordered without approval in accordance with the Resource Request Process.

8.8 Example ICS 214 Unit Log

1. Incident Name HIATUSPORT INCIDENT	2. Operational Period (Date/Time) From: 0600 XX XXX 08 To: 1800 XX XXX 08		UNIT LOG ICS 214-CG
3. Unit Name/Designators SECTOR HIATUSPORT	4. Unit Leader (Name and ICS Position) MSTC BIZZELL		

5. Personnel Assigned

NAME	ICS POSITION	HOME BASE
JEFF SMITH	CREW - DIV B	WASILLA, AK
RANDY BITNER	"	CHICAGO, IL
COURTNEY COX	"	LALB, CA
BLAKE JONES	"	"
ARNOLD REED	"	"

6. Activity Log (Continue on Reverse)

TIME	MAJOR EVENTS
0600	ATTENDED OPERATIONS BRIEFING @ ICP
0645	MET CREW AT DIV B. CONDUCTED SAFETY BRIEF AND DESCRIBED DIV B WORK ASSIGNMENT. ALL CREW SIGNED ICS-208
0920	ONE ATV BROKE DOWN. CONTACTED STAM AND ARRANGED FOR REPLACEMENT ATV.
1335	CREW BLAKE JONES INJURED RIGHT ARM (POSSIBLY BROKEN) WHEN LOG (5" DIA) FELL WHILE HE WAS ATTEMPTING TO MOVE ANOTHER LOG DURING PRE-IMPACT BEACH CLEANUP OPS. NO WITNESSES. CONTACTED SOFR AND OSC, AND GSUL PER MED PLAN. MR. JONES TAKEN TO HOSPITAL.
1480	PRE-IMPACT BEACH CLEAN-UP OPS COMPLETED PER ICS-204. SECURE FOR DAY.

7. Prepared by: MSTC Bizzell	Date/Time 1515 XX XXX 08

8.9 Example ICS 210 Status Change Card

A helpful way to provide the Resources Unit Leader (RESL) information about changes in status of tactical resources is to use the Status Change Card. This is normally completed by the OSC but may be delegated to the AOBD to provide This provides written documentation of the change in status.

DESIGNATOR NAME/ID. NO. ——— Engine 107 ———

——— L. Slein +3 ———

STATUS

[X] ASSIGNED   [ ] AVAILABLE   [ ] O/S REST

[ ] O/S MECHANICAL   [ ] O/S PERSONNEL

———— ETR (O/S = Out of Service)

FROM	LOCATION	TO
	~~DIVISION~~/GROUP	Fire Group
Terminal	STAGING AREA	
	BASE/ICP	
	CAMP	
	ENROUTE	ETA
	HOME AGENCY	

MESSAGE

Engine 107 will be assigned to the Fire Group for an estimated 6 to 7 hours.

TIME 30 Aug 1115   RESTAT PROCESS [X]

ICS-210   STATUS CHANGE CARD

P. Montoro, OSC   Previous editions of this form may be used.

8.10 Evaluation Criteria for Air Operations Branch/Group

Field Activities
□ Work is proceeding in accordance with the IAP
□ The AOBD has a good grasp of what is happening in the operational area
□ Good progress is being made towards operational objectives
□ Good communications up and down the chain of command
□ Emergency procedures have been established
□ Personnel are receiving good briefings before beginning their work in the operational area
□ Expectations are clearly understood
□ Air Operations Branch/Group personnel are working as a team
□ Aircraft/aircrew qualifications match assignments
□ Safety hazards are being appropriately addressed in coordination with the SOFR
□ High risk/hazardous operations are being carefully planned for and executed by qualified personnel
□ Span of control is within acceptable limits
□ Air Operations Branch/Group personnel have sufficient equipment to execute assignments (e.g. phones, radios, digital cameras, GPS units, computers, wireless cards)
□ Operational facilities are adequate and effective
□ Air Operations Branch/Group resources have adequate/safe access to necessary operational areas
□ There is adequate technical support for the operations

- ☐ Assisting agencies are integrated into the organization effectively
- ☐ Aviation resources are being managed safely and effectively
- ☐ The public is out of harm's way and not impeding operations
- ☐ Personnel are aware of private, public or agency sensitivities, and are respecting them
- ☐ Debriefing expectations are understood by all
- ☐ Optempo and circadian rhythm disruptions are managed effectively, precluding chronic fatigue
- ☐ Information is flowing continuously between field elements and the ICP. One key measure is the accuracy of the Situation Status boards and Resource status display. Also examine support systems that provide food and fuel. For information flow problems, consider the following:
  - o Recommend more field observers (FOBS) to collect information
  - o Recommend more or better communications equipment to assure effective linkage between the ICP and field work locations
  - o Consider working with the Planning Section to develop an Information Management Plan
  - o Recommend more information collection staff within the ICP (e.g. watch standers)
- ☐ The response environment must be a respectful one. Inappropriate behavior and human relations violations cannot be tolerated

- o Observe field personnel and Air Operations Branch/Group staff, gauge workplace climate and recommend preventative measures where necessary
- o Consult with IC/UC on necessary steps to take in the event of violations
- Ensure responder health and well being is a priority. Monitor field personnel to gauge mental health and overall well-being. Consider the following actions to address mental well-being:
  - o Ensure fatigued members are relieved. Often times this also means key supervisory personnel
  - o Ensure transit times between lodging and work areas are appropriate, and do not endanger personnel with long drives to and from work areas
  - o Ensure field personnel are being properly supported (meals, transportation, safety gear, etc.) Work with LSC to resolve
  - o Consider adding a Crisis Incident Stress Manager as a Technical Specialist for the incident, and incorporate into the de-briefing process of workers coming off shift
  - o Recommend the IC/UC implement responder reward and recognition programs (coins, prizes, etc.)
  - o Ensure VIPs and dignitaries take time to meet field responders and ICP personnel
  - o Breaks should be afforded as much as feasible, and hydration should be emphasized
- ☐ Compliment – Praise actions to date. Try to find something that each of your key staff or other members of your team has done that is noteworthy.

ICP Activities

☐ Command and OSC have communicated clear expectations of the Air Operations Branch/Group

☐ Status displays by SITL and RESL are accurate, up-to-date, and meeting the needs of the OSC, Command and other staff

☐ The Incident Action Plan has sufficient, and accurate content to support the operation
  o The ICS 204's have task specific, detailed work descriptions and/or have detailed attachments (maps, diagrams, work plans, hazard info, etc.)
  o The ICS 205 covers all aspects of the operation, and includes use of voice and data communication
  o The ICS 206 has been verified by direct contact with the hospitals and ambulance service providers

☐ Effective coordination between the AOBD and other staff

☐ The meeting schedule allows for ample coordination of inputs to meetings/briefings

☐ Contingencies or "what if" possibilities are being effectively planned for

☐ The resource requesting process is smooth, and producing timely results

☐ Air Operations Branch/Group equipment is being properly maintained, repaired, and/or re-supplied

☐ THSP's (where needed) are effectively employed

☐ Support plans are developed and thoroughly understood by users

☐ Original documents are ending up in the DOCL archives (ICS 214's, etc)

☐ Time sheets and other accountability information are being sent to Finance
☐ There is a demobilization process/plan in place
☐ The best qualified personnel available are assigned to fill positions
☐ Documents produced by Air Operations are of high quality

8.11 Personnel Evaluation Criteria

	Crew morale? High Med Low
	Are assignments completed on time?
	Are injuries exceeding normal operating environment?
	Is team effectively interacting?
	Number of unresolved issues passed to Command?
	Any aggression or frustration by team members?
	Possible solutions to problems/issues?

8.12 ICS 225 Incident Personnel Performance Rating

INCIDENT PERSONNEL PERFORMANCE RATING ICS 225-CG	INSTRUCTIONS: The immediate job supervisor will prepare this form for each subordinate. It will be delivered to the planning section before the rater leaves the incident. Rating will be reviewed with the subordinate who will sign at the bottom. To electronically fill form, double-click on first word of each section, then enter information.

THIS RATING IS TO BE USED ONLY FOR DETERMINING AN INDIVIDUAL'S PERFORMANCE ON AN INCIDENT/EVENT

1. Name: Rank Last, First	2. Incident Name: Enter Incident Name

3. Home Unit and Phone Number: Enter Unit or Home Office here	4. Location of Incident: City, State

5. Position Assigned: ICS Position	6. Date of Assignment: From: dd/mm/yyyy To: dd/mm/yyyy	7. Date Incident Started: dd/mm/yyyy	8. Incident Type: Type I, II, III	9. Incident Kind: (Oil/Hazmat Spill/SAR/Fire/Etc)

10. Evaluation

Rating Factors	N/A	1 - Unacceptable	2	3 – Met Standards	4	5 – Exceeded Expectations
A. Knowledge of the job/ Professional Competence & Using ICS:	☐	Questionable competence and credibility. Operational or specialty expertise inadequate or lacking in key areas. ☐	☐	Competent and credible authority on specialty or operational issues. ☐	☐	Superior expertise; advice and actions showed great breadth and depth of knowledge. ☐
B. Planning/Preparedness & ability to obtain performance/results:	☐	Got caught by the unexpected; appeared to be controlled by events; routine tasks accomplished with difficulty. ☐	☐	Consistently prepared. Set high but realistic goals. Work was timely and of high quality; required same of subordinates. ☐	☐	Exceptional preparation. Always looked beyond immediate events or problems. Maintained optimal balance among quality, quantity, and timeliness of work. ☐
C. Adaptability/Attitude:	☐	Unable to gauge effectiveness of work, recognize political realities, or make adjustments when needed. Maintained a poor outlook. ☐	☐	Receptive to change, new information, and technology. ☐	☐	Rapidly assessed and confidently adjusted to changing conditions, political realities, new information and technology. ☐
D. Communication Skills:	☐	Unable to effectively articulate ideas and facts; lacked preparation, confidence, or logic. ☐	☐	Effectively expressed ideas and facts in individual and group situations; non-verbal actions consistent with spoken message. ☐	☐	Clearly articulated and promoted ideas. Adept at presenting complex or sensitive issues. ☐
E. Directing Others:	☐	Showed difficulty in directing or influencing others. Unwilling to delegate authority to increase efficiency of task accomplishment. ☐	☐	Set high work standards; clearly articulated job requirements, expectations and measurement criteria; held subordinates accountable. ☐	☐	An inspirational leader who motivated others to achieve results not normally attainable. Modified leadership styles to best meet situations. Won people over rather than imposing will. ☐
F. Ability to work on/ Consideration for team:	☐	Ignorance of individuals' capabilities increased chance of failure. Seldom recognized or rewarded deserving subordinates or others. Used teams ineffectively or at wrong times. ☐	☐	Skillfully used teams to increase unit effectiveness, quality, and service. Cared for people. Recognized and responded to their needs. ☐	☐	Insightful use of teams raised unit productivity beyond expectations. Inspired high level of esprit de corps, even in difficult situations. Ensured appropriate and timely recognition of others. ☐
G. Judgment/Decisions under stress:	☐	Decisions often displayed poor analysis. Failed to make necessary decisions, or jumped to conclusions without considering facts. ☐	☐	Skillfully used teams to increase unit effectiveness, quality, and service. ☐	☐	Combined keen analytical thought and insight to make appropriate decisions. Focused on the key issues and the most relevant information. ☐
H. Initiative	☐	Postponed needed action. Implemented or supported improvements only when directed. ☐	☐	Championed improvement through new ideas, methods, and practices; self-starter. ☐	☐	Aggressively sought out additional responsibility. A self-learner. Optimized use of new ideas. ☐
I. Adherence to safety:	☐	Failed to adequately identify and protect personnel from safety hazards. ☐	☐	Ensured that safe operating procedures were followed. ☐	☐	Demonstrated a significant commitment towards safety of personnel. ☐

11. Remarks/Potential: Type remarks here; Describe ability to assume greater leadership roles and responsibilities (e.g., rate performance, recommend incident management positions and/or ICS or other training).

12. Rated Person (signature) This rating has been discussed with me. Rank Last, First	13 Date: mm/dd/yyyy

14. Rated By (signature/print name): Rank Last, First	15. Supervisor Home Unit (address/phone): Rank Last, First	16. Supervisor Position: ICS Position	17. Date: mm/dd/yyyy

ICS 225 Incident Personnel Performance Rating Instructions

Purpose. The Incident Personnel Performance Rating gives supervisors the opportunity to evaluate subordinates on incident assignments. THIS RATING IS TO BE USED <u>ONLY</u> FOR DETERMINING AN INDIVIDUAL'S PERFORMANCE ON AN INCIDENT/EVENT.

Preparation. The Incident Personnel Performance Rating is normally prepared by the supervisor for each subordinate, using the evaluation standard given in the form. It will be delivered to the planning section before the rater leaves the incident. Rating will be reviewed with the subordinate who will sign at the bottom.

Distribution. The Incident Personnel Performance Rating is duplicated a copy is given to the subordinate and supervisor. All completed original forms MUST be given to the Documentation Unit.

Item #	Item Title	Instructions
1.	Name	Enter the name of the person being evaluated.
2.	Incident Name	Enter the name assigned to the incident.
3.	Home Unit	Enter the address and phone number of the home unit of the person being evaluated.
4.	Location of Incident	Enter the address/location of the incident.
5.	Position Assigned	Enter the position assigned for the purpose of this evaluation.
6.	Date of Assignment	Enter the date of assignment.
7.	Date Incident Started	Enter the date the incident started.
8.	Type of Incident	Enter the Type (size) of the incident: Type 1, 2, 3, 4 or 5.
9.	Kind of Incident	Enter the kind of incident: Oil/Hazmat Spill, SAR, Fire, etc.
10.	Evaluation	Enter X under the appropriate rating for each category listed using the definitions given.
	Not Applicable	not observed.
	1 - Unacceptable	Deficient. Does not meet minimum requirements of the individual element. DEFICIENCIES/IMPROVEMENTS NEEDED MUST BE IDENTIFIED IN REMARKS.
	2 - Needs to improve	Meets some or most of the requirements of the individual element. IDENTIFY IMPROVEMENT NEEDED IN REMARKS.
	3 - Met Standards	Satisfactory. Employee meets all requirements of the individual element.
	4 - Fully successful	Employee meets all requirements and exceeds one or several of the requirements of the individual element.
	5 - Exceeded Expectations	Superior. Employee consistently exceeds the performance requirements.
11.	Remarks	Provide remarks/comments for ratings given. **Comments required for** _**unsatisfactory**_ **and** _**needs to improve**_ **ratings.**
12.	Rated Person Signature	Rated Person's signature.
13.	Date	Enter date (month, day, year) rated person signed performance rating.
14.	Rated By	Signature and printed name of supervisor/person giving the performance rating.
15.	Supervisor Home Unit	Enter address/phone of supervisor.
16.	Supervisor Position	Enter the position the supervisor held.
17.	Date	Enter date (month, day, year) supervisor signed the performance rating.

8.13 FEMA Air Mission Management

The FEMA Air Operations Guide uses different terminology to manage the air operations function in an incident. An AOBD should be familiar that this lexicon exists, and understand that it differs from the terminology used in the IMH.

- FEMA defines air mission management as the identification, procurement, tasking, and operational coordination of available air resources and assets to support incident operations.
- An Air Operations Branch (AOB) is intended to provide a unified planning and operations coordination mechanism that integrates aviation resources for missions carried out by Federal, State, local, tribal, and territorial departments and agencies participating in the response efforts. Key functions include:
  o Prioritization of aviation missions
  o Support of air mission requests
  o Mission assignment of available aircraft assets
  o Air mission planning, coordination, and de-confliction
  o Situational awareness of aviation operations in the incident area
    ▪ The location and status of participating aviation assets
    ▪ Planning for air missions
    ▪ Use of TFRs and other contingency airspace management measures (principal interface with the FAA for the incident area)

- The status of airports and other key aviation system components
  - Coordination of ground support at designated airports/airfields from across multiple entities, and the request, delivery, and operational assignment of those assets.
- The following is a generic template for a fully staffed AOB organizational structure (Dark blue boxes could be staffed by FEMA). Selected positions are defined on the following pages.

```
Defense Coordinating Officer/Element (DCO/DCE) ┄ USNORTHCOM

Operations Section Chief
  └ Air Operations Branch Director
       ├ Air Mission Group Supervisor
       │    ├ Flight Operations Manager
       │    │    ├ Flight Operations Specialist
       │    │    └┄ Airspace Coordination Liaison (FAA) ┄ FAA
       │    └ Air Mission Coordinaiton Manager
       │         ├ Air Mission Specialist
       │         └ Aircraft Resource Specialist ┄ OFAs
       └┄ Air Support Group Supervisor
            ├┄ Air Support Facility Manager
            │    ├┄ Aviation Facilities
            │    ├┄ TSA FAMS
            │    └┄ NGO Reps.
            └┄ Air Support Services Manager
                 ├┄ Aviation Fuels
                 └┄ Aviation Equipment
```

Legend:
┄ ┄ ┄ Coordination
───── Organizational Linkage

- Air Mission Group Supervisor - Coordinates the employment of aviation assets performing response.
- Flight Operations Manager - Sources mission requests that are beyond the capabilities of staged air assets or outside of a reasonable radius from the affected disaster area (i.e. coordinates with various agencies for external air support).
- Flight Operations Specialist - Responsible for all administrative work in the AOB, making personnel directories and assisting wherever needed. The specialist should have some previous experience with aviation.
- Air Mission Coordination Manager - Manages ongoing aviation missions, orchestrates airspace management, acquires aviation assets, develops MAs, and coordinates with other functional area planners and organizations to determine the appropriate aviation assets and Federal aviation airframes to accomplish the mission. The task of individual missions will be the responsibility of the assigned Federal agency.
- Air Mission Specialist - Assists with ongoing aviation missions and airspace management, and coordinates with other functional area planners and organizations. Mission and flight information will be entered into a master sortie tracker and communicated back to the original requester through established channels or a common operating picture (COP).
- Aircraft Resource Specialist - The Aircraft Resource Specialist acquires aviation assets and coordinates with other functional area planners and organizations

to determine the appropriate aviation assets to accomplish the mission.
- o Other Federal Agencies (OFAs) – Include USCG, CAP, USFS, USMS, CBP, etc...

- Other FEMA organizations
  - o Regional Response Coordination Center (RRCC)
    - Entity within the FEMA Region that may retain the authority to prioritize cargo and passengers for airlift going into an impacted area.
    - The RRCC may utilize a Movement Coordination Center, Resource Capability Branch or Air Operations Unit depending on the situation.
  - o National Response Coordination Center (NRCC)
    - Maintains overall national situational awareness and mobilizes national aviation assets.
    - Additionally, the NRCC prioritizes requests and prioritizes the allocation of resources between FEMA regions when multiple regions have incidents.
    - NRCC Movement Coordination Center is the single point for coordinating and scheduling national-level resource movements for FEMA.

Table 2: Typical Air Mission/Assets

The following table from the FEMA Air Operations Guide lists the typical air mission/assets for DHS/USCG activities.

TYPICAL AIR MISSION/ASSETS

GROUP/FEDERAL DEPARTMENT/AGENCY	Remote Sensing / Imagery	Airlift	Personnel Transportation	Fire Fighting	Search And Rescue	Communications	Support/Security/Airspace
Agriculture (USDA)							
Agricultural Research Service (ARS)	✈						
Animal and Plant Health Inspection Service (APHIS)	✈						
U.S Forest Service (USFS)	✈	✈	✈	✈			
Commerce (DOC)	✈		✈				
Defense (DOD)	✈	✈	✈	✈	✈	✈	✈
Civil Air Patrol (CAP)	✈	✈	✈		✈	✈	✈
Energy (DOE)	✈	✈	✈				✈
Health and Human Services (HHS)			✈				
Homeland Security (DHS)							
U.S. Coast Guard (USCG)	✈	✈	✈		✈	✈	✈
Customs and Border Protection (CBP)	✈	✈	✈		✈	✈	✈
Immigration and Customs Enforcement (ICE)			✈				✈
Transportation Security Administration (TSA)							✈
Department of the Interior (DOI)							
Bureau of Land Management (BLM)	✈	✈	✈	✈	✈		✈
National Park Service (NPS)					✈		
Department of Justice (DOJ)							
Drug Enforcement Agency (DEA)	✈		✈		✈		
Federal Bureau of Investigation (FBI)	✈		✈		✈		
United States Marshals Service (USMS)		✈	✈				
Department of Transportation (DOT)							
Federal Aviation Administration (FAA)							✈
Environmental Protection Agency (EPA)	✈						
National Aeronautics and Space Administration (NASA)	✈		✈				
National Science Foundation (NSF)	✈						
Non-Governmental Organizations							
Southeast Airport Disaster Operations Group (SEADOG)							✈
Western Airports Disaster Operations Group (WESTDOG)							✈

(The DHS group is labeled "PRIMARY" along the left margin.)

8.14 Air Operations Branch Director Activities in the ICS Planning Process

AOBD does not typically attend this meeting unless large number of aviation assets are in use
Continue directing/ supporting air operations

Brief OSC on aviation issues
Continue directing/supporting air operations

AOBD does not typically attend this meeting
Continue directing/supporting air operations

Assist OSC, as required, to develop strategies and tactics for aviation related operational objectives
Assist OSC, as required, to develop/outline air ops branch organization for next operational period
Brief OSC on aviation issues
Continue directing/supporting air operations

As required, Provide aviation information for IAP [ICS 204/220]
Continue directing/ supporting air operations

AOBD does not typically attend this meeting.
Prior to meeting, brief OSC on Aviation Issues
Obtain briefing from OSC after meeting
Continue directing/supporting air operations

Obtain briefing from OSC
Provide operations briefing to Air Ops Branch Personnel
Continue directing/ supporting air operations

This meeting is intended for IC/UC
Continue directing/supporting air operations

This meeting is intended for IC/UC
Continue directing/supporting air operations

Obtain briefing.
Obtain expectations from OSC
Be prepared to brief current/future air ops; clarify issues & concerns

Assess situation

Monitor on-going air operations & make tactical adjustments
Measure/ensure progress against stated objectives
Debrief resources coming off shift.
Be prepared to brief OSC on issues, accomplishments & concerns

Diagram elements:

- Tactics Meeting
- Preparing for the Planning Meeting
- Planning Meeting
- Preparing for the Tactics Meeting
- IAP Prep & Approval
- Command & General Staff Meeting / Briefing
- Operations Briefing
- IC / UC Develop/ Update Objectives Meeting
- Execute Plan & Assess Progress
- New Ops Period Begins
- Initial UC Meeting
- Incident Brief ICS 201
- Initial Response & Assessment
- Notification
- Incident/Event

Initial Response